



Final

*Kenya Obstetrical & Gynaecological
Society Strategic Plan 2020-2025*

November 2019



Foreword

It gives me much pleasure and delight to present the Kenya Obstetrical and Gynaecological Society (KOGS) Strategic Plan 2020-2025, following the last one that covered the period 2013-2017 period. The plan provides a detail roadmap which we intend to follow so as to achieve our vision of **“To be a world class society, advocating for sexual and reproductive well-being of women, families and communities”** through **“championing the provision of quality and value added sexual and reproductive health rights (SRHR) services”** as mandated in our constitution.

This plan has been developed through a participatory process with contribution involving all stakeholders’ inputs capturing the aspirations in an evolving and dynamic operating environment to meet and surpass the myriad needs and wants of both our internal and external stakeholders, encapsulating our required focus as we remain steadfast on our mandate, and confidently forge into the future. The plan, built on the foundation of the previous plan, is anchored on the following six pillars; **Leadership and Governance; Mentorship, Education and Training; Advocacy; Research and Development; Membership; Community Engagement and Collaboration and Partnerships.**

As with any plan, the key to successful results is determined by its implementation. Our plan will require the concerted efforts of the leadership, the secretariat, branches and the members working in sync to achieve the noble goals, as articulated in this plan, for ourselves. In this regard, I would urge all of us to read, understand, internalize and provide the necessary support required to ensure that we achieve our aspiration through using our individual and collective resources, skills and talents in making positive contribution for its achievement.

As we embark on this new phase of implementing the 2020-2025, it is important to give credit to all past leaders of this organization for steering us steadily since 1971 and with great optimism, build on the firm foundation to make our organization great for future generations to come.

In conclusion, I would like to quote one of the leading authorities in strategic management, Pablo Picasso who said that *“Our Goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously **ACT**. There is no other route to success.”*

I look forward to your active participation, support and positive contribution in the attainment of our Strategy Plan 2020-2025 through our concerted efforts and **TEAMWORK**. Thank you.

Dr. Benjamin Odongo Elly
President



Acknowledgements

The development of this plan is a culmination of a participatory process that involved wide consultations in the collection, collation and documentation from both internal and external sources. It indeed captures the essence of what is required to steer our organization to achieve the set objectives in the coming five year period.

Time and resources was invested in the development of this plan, both at organizational and individual levels, in co-opting the presentations, views and contributions for all stakeholders. Taking cognizance of this, level of effort, it is imperative that we acknowledge the stakeholders efforts in assisting it making the plan a live and real document.

We would like to acknowledge the contribution of all the members that participated in the electronic survey and provided responses on the various issues that are captured in this document. Their responses lay the rock and foundation on which this plan came to fruition.

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Dr. Benjamin Odongo Elly
President



List of Abbreviations and Acronyms

AFOG	African Federation of Obstetricians and Gynaecologist
BAF	Business Advocacy Fund
BMO's	Business Member Organizations
CME	Continuous Medical Education
CPD	Continuous Professional Development
FBO's	Faith Based Organizations
FGM/C	Female Genital Mutilation/Cutting
FIGO	International Federation of Gynecology and Obstetrics
FPM	Family Planning Methods
HIV/AIDS	Human immune-deficiency virus infection and Acquired Immune Deficiency Syndrome
Kes.	Kenya Shillings
KHF	Kenya Healthcare Federation
KHPOA	Kenya Health Professions Oversight Authority
KMA	Kenya Medical Association
KOGS	Kenya Obstetrical and Gynecological Society
M&E	Monitoring and Evaluation
NEMA	National Environment Management Authority
NNAK	National Nurses Association of Kenya
RMNCAH	Reproductive, Maternal, New Born, Child and Adolescent Health
PESTEL	Political, Economic, Socio-Cultural, Technological, Environmental, and Legal factors analysis
SGDs	Sustainable Development Goals
SRHR	Sexual and Reproductive Health Rights
SOPP's	Standard Operating Processes and Procedures
SWOT	Strengths Weaknesses Opportunities and Threats analysis
TWG	Technical Working Group



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Executive Summary

This Strategic Plan 2020/2025 builds on the first Strategic Plan 2013-2017 of the Kenya Obstetrical and Gynaecological Society (KOGS)

It provides key strategic directions after forty four years of building the foundations of the institution founded with the aim of bringing together gynecologists and obstetricians from all over the Republic of Kenya to advance and encourage a high standard of practice in the art and science of obstetrics and gynecology so as to attain the best possible level of health for the women and children in Kenya, and encourage and assist in the teaching of Obstetrical and gynecology and advance knowledge through research excellence in the practice, locally and globally.

The plan was produced after a participatory process involving various KOGS internal and external stakeholders and outlines KOGS journey over the next five years in the new contexts of changing dynamic environment. In the development of this strategic plan, and external environmental scan through PESTEL analysis was undertaken together with a SWOT analysis, with both frameworks proving valuable tools in the strategic options and direction chosen.

The plan articulates the strategic direction, emerging themes, objectives, time-frame, measures and resource requirements necessary for KOGS transformative interventions in membership, research, continuous professional development, education and training, policy and legislation, collaborative engagement and communications.

KOG's mission and vision have been redefined from the previous plan, after being re-examined and found necessary for minor realignment in order to adapt and maintain relevance in the next phase of the organization's work. The core values were redefined to align with the vision, and mission.

In the Plan period, KOG's will continue to focus on achieving its core objectives in Continuous Professional Development (CPD) and Training; Research uptake and Legislation and Policy Engagement.

The strategic pillars of the Plan period are as follows:

- ✓ Leadership and Governance
- ✓ Mentorship, Education and Training
- ✓ Advocacy
- ✓ Research and Development
- ✓ Membership Growth and Business Development
- ✓ Community Engagement



✓ Collaboration and Partnerships

These will be achieved through the following core objectives

- Providing and maintaining the highest leadership and Governance in SRHR
- Promoting career growth and development for members
- Continuously championing quality and value added SRHR issues.
- Contribution and knowledge advancement in SRHR
- Recruitment, maintenance and expansion of membership in KOGS through provision of value products and services
- Empowerment of communities to be responsive to their SRHR needs
- Establishment of meaningful partnerships, links and networks with aligned and like-minded stakeholders and actors

These core objectives will be implemented through the leadership and management structures as stipulated and mandated by the KOGS constitution comprising of the following;

- i. The General Meeting;
- ii. The Executive: President; Treasurer and Secretary General
- iii. The Council;
- iv. The Secretariat led by the CEO
- v. The Branches
- vi. The Board of Trustees and
- vii. The Standing Committees

KOGS will work for the attainment of these objectives at both the institutional and external levels through the plans and initiatives established. The organization will use creativity and innovation leveraged on ICT to offer high quality and dynamic products and services to its membership

Partnerships and collaboration support will be in the delivery of the plan and KOG's will foster and strength arrangements with external stakeholder, international development partners, academic and research institutions, advocacies and Government both at National and county levels.

In order to attain the milestones of this plan, the key inputs of Human Resources and other facilitating aspects such as financial stability will be required, for sustainability of the organization. Taking cognizance of this, the plan seeks to strengthen and develop KOG's resources and capabilities to match the level of execution required for successful implementation.

To ensure that the plans are on track, a robust strategic implementation matrix and a monitoring and evaluation, and measuring performance against agreed outputs and outcomes has been adopted and KOG's will continuously develop tools, systems and a culture that emphasizes and integrates a robust monitoring and evaluation system.



1. Background

1.1 Introduction

This section provided an overview of the Kenya Obstetrical and Gynecological Society (KOGS), its principles and mandate, as well as the needs and methodology used in the development of its 2020-2025 strategic plan.

1.2 Kenya Obstetrical and Gynecological Society (KOGS)

Kenya Obstetrical and Gynecological Society (KOGS) is a professional not-for-profit society established in 1975, under the Societies Act (cap 108) of the Laws of Kenya, with the aim of bringing together gynecologists and obstetricians from all over the Republic of Kenya.

The organization is open to and draws its membership based on its constitution consisting of four categories which include full, associate, honorary and corporate membership.

Full membership comprises founder members and registered to practice qualified medical gynecologists and obstetricians in Kenya; Associate membership includes either qualified medical gynecologists or obstetricians in Kenya or individuals involved in disciplines other than obstetrics and gynecology who in the opinion of the Council contribute to the progress of the Society, Art and Science; Honorary membership comprising individuals of high standing in society and in the profession who in the opinion of Council have made important contributions to the field or cause of obstetrics and gynecology; and Corporate membership which may be conferred by the Council to any society, company, organization or any other body corporate in recognition of significant monetary or other value contribution to the Society in advancement of the Society's objectives and interests of obstetrics and gynecology.

KOGS members are guided by the WHO's "five-star doctor" principles of a Health Professional, namely; being a health care provider; learner/teacher; researcher; manager of resources and a leader

The society is guided by its fundamental principles of its objectives and mandate including;

- i. Encouraging a high standard of practice in the art and science of obstetrics and gynecology in Kenya in order to attain the best possible level of health for the women and children in Kenya
- ii. Encouraging and assisting in the teaching of obstetrics and gynecology in Kenya.
- iii. Promoting friendship and exchange of ideas among the obstetricians and gynecologists in Kenya.



- iv. Holding periodic meetings of the members of the Society and of the medical profession generally for scientific and social purposes.
- v. Establishing and maintaining liaison whether by meeting or correspondence or otherwise with other medical societies throughout the world.
- vi. Publishing a periodical journal (JOGECA) at such intervals as shall be deemed necessary by Council of the society to disseminate current academic and research findings hence enhancing knowledge related to the discipline.

1.3 Rationale for 2020-2025 Strategic Plan

The old adage saying goes that “failing to plan is planning to fail” and in our complex working and highly competitive environment and ever changing circumstances, it is important to draw strategies on how to overcome these challenges and become successful. It has been learnt from most successful people, companies and organizations that they did not land there by chance, neither is it plain luck. Success is achieved through having a dream that is the ideal and then devising ways of how to reach that dream and working towards it through targets and timelines. This is the simple basis of our development process for developing the KOGS 2020-2025 strategic plan.

The process entailed a review of the Strategic Plan 2013-2017 achievements of the organization from the previous strategy, lessons learnt, the strengths that can be capitalized upon and the challenges to be addressed. It mainly reviewed the performance against targets, institutional strengths and weaknesses, and the financial performance.

Taking cognizance that the plan coverage period had elapsed with a three years hiatus, and the changes and dynamic internal and external environments, institutional capacity, capability, growth and resources, to ensure continuity, it became of necessity and imperative to develop a strategic plan that is aligned to a vision and encompasses the needs, expectations and aspirations of both the Society membership and external stakeholders, into the future, so as to effectively serve its members, with a new and robust plan for the period 2020-2025.

1.4 Approach and Methodology used in Strategy Development

A participatory approach and methodology was used in the development of the strategy plan for KOGS 2020-2025 Strategic Plan and included a wide and extensive literature review of pertinent information, key informant interviews with both internal and external stakeholders, a membership survey administered digitally to collect and collate views and opinions on current and proposed enhanced value added products and services as well as issues to be incorporated in the strategic plan.

A technical working group (TWG) reviewed members’ inputs which are incorporated in this output document, with realignment in the vision, mission and mandate to better serve and impact positively to its membership and stakeholders, maximizing on the resources and capabilities to achieve the targeted milestones.



2. Contextual Analysis

2.1 Introduction

This section covers the contextual analysis both in terms of the external and internal environments of the firm through the use of the Political, Economic, Social, Technological, Environmental, and Legal (**PESTEL**) framework analysis tool that scans the external uncontrollable factors that may impact on the organization and the Strengths, Weaknesses, Opportunities and Threats (**SWOT**) analysis. The strengths and weaknesses are internal controllable factors which the management can use to mitigate for or against the external opportunities and treats faced by the organization.

2.2 PESTEL Analysis

The PESTEL analysis of the external environment impacting on the organization are as follows;

2.2.1 Political Factors

The political environment in Kenya has remained relatively stable though transitional due to political uncertainties heightened markedly during pre-election and election periods. The government is committed to long term development goals in the Universal and Primary Healthcare initiatives to improve access and affordable healthcare services in line with Vision 2030 and Sustainable Development Goals (SGD's), though other short term political policies such as The "Big-Four" agenda may not be consistently aligned to the longer term vision. The constitutional change in 2010 which heralded creation of devolved political and economic governance system with the creation of 47 counties and devolution of healthcare services, which though noble in intent, has faced teething problems especially in the management of human resources and administrative issues in terms of readiness, as not all counties are at par, impacts on KOGS strategic objectives.

2.2.2 Economic Factors

Kenya has had a relatively stable macroeconomic environment with and is touted to be one of the fastest growing economies in Sub-Saharan Africa, with a GDP growth of 5.7% in 2019 and projected to increase to 6.0% in 2020 driven by increased private consumption, industrial activity and strong performance in the services sector¹.

The increase in debt ratio from 59.1% to 62.3% between 2017/18 to 2018/2019 periods is considered high from the World Bank recommended 50%, and spending of 18 per cent of tax revenue on interest on domestic loans alone, up from 16.3 per cent in 2016/17, coupled by the recent increase in the

¹ <https://www.worldbank.org/en/country/kenya/overview>



debt ceiling to Kes. 9 trillion are signals of future debt servicing distress². This situation has also led to diversion of funding from socio-development projects like healthcare to debt servicing.

The rising unemployment rate, especially in the youth age category, inflation, income inequality and poverty are putting pressure on living standards and reduction of consumer purchasing power which directly affects the ability of the citizenry to pay for services including healthcare.

2.2.3 Social and Cultural Factors

The social factors impacts in the healthcare systems in Kenya include marked improvement in the reduction of Under Five Mortality Rate from 74 per 1,000 live births in 2008 to 52 per 1,000 live births in 2014 and Infant Mortality Rate from 52 per 1,000 live births to 39 per 1,000 live births in the same period³. Challenges include increase in communicable diseases such as HIV/AIDS, tuberculosis and malaria control.

The government is committed to provision of Universal Health Coverage (UHC) by implementing programmes that increase health insurance coverage (NHIF), increase access to quality healthcare services (Community Health Services) with progress made in Reproductive, Maternal, New Born, Child and Adolescent Health (RMNCAH) and offer financial protection to people when accessing healthcare (free maternity services)⁴. These initiatives directly impact on the membership of the society, and the organization, though there have been some challenges in quality of service assurance.

Other socio-cultural issues include practices such as female genital mutilation (FGM), resistance to family planning methods (FPM) and immunization due to cultural practices and the increasing incidence of drug and substance abuse, especially by the youthful generation. Insecurity in certain areas in the country negatively impacts on healthcare delivery to the citizens.

2.2.4 Technological Factors

Technological factors and advancements have had a significant impact on healthcare provision through telemedicine, eLearning, robotic surveying, eHealth systems and ePayment. Other spheres of impact include media and communication and operations both internal and external. The society will therefore need to invest in ICT infrastructure, both hardware and software, and develop human resource skills for staff members in order to improve in the efficiency and effectiveness of service provision to the society membership.

²<https://www.nation.co.ke/news/Economy-in-crisis-World-Bank-warns-of-debt-distress/1056-5330904-8605uiz/index.html>

³ Vision 2030: Third Medium Term Plan 2018-2022

⁴ Vision 2030: Third Medium Term Plan 2018-2022



2.2.5 Environmental Factors

The major factors that impact on healthcare include the increase in global warming and its impact on climatic changes that affects food production and nutrition, incidences of disease outbreaks and water and sanitation. There exists inequality in provision of services between urban and rural areas which has seen the increase in urbanization to 25% with inherent social problems associated to such developments in housing slum dwellings which has led to resurgence of communicable diseases such as cholera due to poor waste management, which places a strain in public health management diseases.

2.2.6 Legal Factors

KOGS is legally established under the Society legal provisions of the Republic of Kenya and has an obligation to operate and conform to all the legal requirements under this Act including submission or statutory annual financial returns and all other requirements in order to maintain its license to operate.

The Kenya Government, through Parliament is mandated to pass legislation that impacts of healthcare provision such as the Health Act 2019, Kenya Health Professions Oversight Authority (KHPOA) and the creation of regulatory bodies for the registration, licensing and inquiry of medical doctors of which the membership is drawn.

The society will therefore be proactive, through lobbying and advocacy to ensure that its voice is heard and incorporated in the various legislations and policies, through providing professional input at the development stages of bills of maternal and child healthcare provision and other related bills on healthcare in parliament. In this role, the society will engage with other stakeholders in the sector including professional associations, public and private sector providers, academic and research institutions and faith based organizations (FBO's) to ensure the passing of positively impacting legislations and policies that are beneficial to consumers and practitioners in the sector.

2.3 SWOT Analysis

The SWOT analysis of the internal strengths and weaknesses and the external opportunities and threats impacting on the organization are as follows;

2.3.1 Strengths

- i. Strong asset base with fully owned premises
- ii. Large current and potential membership pool.
- iii. KOG's long heritage, strong brand name and networks of collaboration and partnership arrangements which can be built on and attract other potential partners.
- iv. Geographical reach with a developing branch network.



- v. Recognition as a professional authority on Obstetrical and gynaecological matters
- vi. Strong international affiliations of specialized field e.g. AFOG, Partners include World Health Organization (WHO) IPAS, FHI 360, International Federation of Gynecology and Obstetrics (FIGO), United Nations Population Fund (UNFPA), Population Council and pathfinders and others.
- vii. The society has committed leadership and a functional secretariat.

The organization will leverage on its strengths to ensure financial stability and sustainability through increased membership recruitment in all categories and improved and enhanced products and services of specialized core and non-core nature. Key focus will be on expansion of research through development of a Centre of excellence and increase in thematic consultancies.

2.3.2 Weaknesses

- i. Sub-optimal effectiveness at management/secretariat levels
- ii. Limited products services variety offered mainly centered on clinical practice
- iii. Poor visibility and active engagement on SRHR issues
- iv. Overreliance on corporate sponsorship, for revenue streams
- v. Suboptimal functioning branches that need strengthening and support with perception of being a Nairobi centered organization
- vi. Fluctuating commitments in subscription renewals by some members
- vii. Small catchment of membership source due to specialist nature of the society
- viii. Expansion of research, consultancy, community engagement, and advocacy arms of the society in order to tap into potential funding for SRHR related issues
- ix. Low level of participation and contributions to the JOGECA publication
- x. Polarizing politics from the membership
- xi. Lack of support systems for the secretariat to enable efficiencies
- xii. Voluntarism of council contributes to apathy in the leadership and governance.

The organization will adopt intervention measures to mitigate upon these weaknesses so as to limit the negative impacts on organization strategic objectives.

2.3.3 Opportunities

- i. Tapping into funding sources from potential partners and donors for research and advocacy activities on SRHR.
- ii. Strengthening engagement with media to improve visibility on SRHR
- iii. Universal Health care program implementation and SDG commitments by government
- iv. Engagement and active representation in legislation and policy development on SRHR
- v. Health is among the Big 4 agenda



2.3.4 Threats

- i. Unfavorable economic performance leading to recession, reduced funding pressures and shortfalls for healthcare services by the government
- ii. Teething problems in the implementation of the devolution of Health care to counties with disruptions in service delivery due to labour withdrawal by medical and healthcare practitioners (KOG's members)
- iii. Lack of consistent synchronized short and long term legislation and policy direction in healthcare (Vision 2020 vs Big 4 agenda).
- iv. Political uncertainty due to perennial temporary upheavals characterized by undertones and civil unrests during electioneering period
- v. High level corruption which diverts resources from investments in social pillar including healthcare
- vi. Over dependence on international development partners assistance on critical healthcare funding support which is precarious in cases of priority changes and withdrawal of funding
- vii. Donor fatigue
- viii. Competition from other health care associations and societies - for partner program funding, collaboration and membership



3. Our Strategic Direction

3.1 Introduction

This segment provides Vision, Mission and Core Values which will provide the impetus for KOGS strategy into the future. In tandem with this, our strategic pillars provide the route map aligning our strategic direction to the Vision, Mission and Core Values.

3.2 KOGS Vision, Mission and Values

3.2.1 Our Vision Statement

To be a world class society, advocating for sexual and reproductive well-being of women, families and communities'

3.2.2 Our Mission Statement

To champion provision of quality and value added sexual and reproductive health rights (SRHR) services through leadership, advocacy, mentorship, training and research

3.2.3 Our Core Values

Our vision and mission will be achieved and guided through our fundamental core values which are;

- i. Professionalism
- ii. Collaboration
- iii. Integrity
- iv. Compassion
- v. Creativity and innovativeness

3.3 Strategic Pillars

The six pillars of KOGS include;

- 1. Leadership and Governance
- 2. Mentorship, Education and Training
- 3. Advocacy
- 4. Research and Development
- 5. Membership



6. Community Engagement
7. Collaboration and Partnerships

3.3.1 Leadership and Governance

Leadership and Governance are critical pillars for the success of our organization and hence placed highly in our priority at KOGS. This is anchored in Core Values of the organization and will be cascades throughout the organization membership. The Leadership and Governance structure is well established and in the Constitution of KOGS, which was recently amended in 2018, provides an elaborate accountability and responsibility roles duties to be undertaken by the following;

- viii. The General Meeting;
- ix. The Executive: President; Treasurer and Secretary General
- x. The Council;
- xi. The Secretariat led by the CEO
- xii. The Branches
- xiii. The Board of Trustees and
- xiv. The Standing Committees

Using good governance principles of accountability and transparency together with the code of conduct, the Council will lead, guide and support the business of KOGS in its ongoing quest for sustainability and viability in collaboration with the secretariat in the implementation and monitoring and evaluation of the strategic plan. In order to execute this role effectively, the council members will be exposed to training programs in Leadership and Governance that are available and provided by experts so as to increase their skill capacity and enhance their competencies.

KOGS is currently undertaking a structural re-organizational in order to strengthen and equip the secretariat with the necessary competencies and capabilities aligned for strategy delivery. Under this pillar, the council will also ensure that all statutory internal and external obligations of KOGS are adhered to in conformance with the constitution of the organization.

3.3.2 Mentorship, Education and Training

To promote skills and competencies development of our members, special focus will be laid on the provision of mentorship, education and training opportunities.

The mentorship program will use both traditional models in pairing older and younger members as a means of wisdom, knowledge and experience transfer as well as a reinvigorated 360° model based on expertise which mentees can tap into regardless of seniority and years in practice.



This model will ensure that expert knowledge resident in the members of KOGS is widely tapped into and new methods and practices in the obstetrics and gynecology widely shared, and strengthened through relevant theme events and symposiums.

On education and training, continuous medical education and continuous professional development training opportunities will be availed to the members and collaboration with other national, regional, and international institutions offering specialized training in the practice will be established, and enhanced in on-going basis.

The education and training will also be expanded to include non-specialized in the line of Obstetrical and gynecological areas in order to expand and develop skills in Leadership, Management and Governance practices courses; Quality Customer Service; Internal controls and operations; Time management; Project management; Communication skills; Negotiation skills; Soft Skills and other relevant skills set courses requested or by KOGS members. These will be sourced from professional institutions and consultants.

3.3.3 Advocacy

KOGS will focus on the a pro-active approach in Advocacy on matters and issues of concerning and impacting on SRHR issues through its membership and secretariat in engagements with relevant stakeholders including Government, public and private sector actors locally, regionally and internationally.

The society will actively participate in policy formulation and legislation on Sexual and Reproductive Health Rights (SRHR) issues, promote the elimination of Gender Based Violence (GBV), participate in public education through initiation and campaigns on topical issues, research, dialogue, lobbying and networking with others in the SRHR space.

The key objective of our Advocacy is to build our brand name as the authoritative professional reference point on SRHR matters in Kenya, and globally.

Funding for advocacy programs will be from generated funds from within and partly funded by funders of thematic advocacy such as the Business Advocacy Fund (BAF) and others with interest in the health sector issues.

3.3.4 Research and Development

In any discipline, new research is the cornerstone of adding new knowledge in the current and future practices. KOGS has identified that research initiated by the organization and in partnership with other stakeholders providing funding for co-joint research undertakings as an opportunity to shape



and inform practices in SRHR in Kenya and globally. It is against this backdrop that the organization has identified this as a strategic pillar and will actively develop a research centre within the organization that actively support generation new evidence and ideas that will have positive impact on policy and practice, encourage and mentor young researcher's and publishing findings in the strengthened journal JOGECA as well as other reputable journals.

A strong communication and branding programme will be put in place to ensure awareness of this service, visibility and achievements of the centre with the aim of positioning it on excellence, and the preferred point of call for any research that stakeholders intend to be undertaken on SRHR issues.

3.3.5 Membership Growth and Business Development

KOGS is first and foremost in existence due to its membership and for this reason the strategies and programs of the organization must be geared and aimed at providing products and services to them for success and sustainability. Successful existence and growth in this association is anchored on its members. In order to achieve this goal, KOGS will endeavor to develop attractive products and service packages for both its current and potential members, conduct recruitment drives at all levels, deliberately strengthen the capacity and capabilities of its devolved regional branches network and collaborate with other Business Member Organizations (BMO's) with similar interests in the SRHR issues.

As a continuum in this journey, a participatory membership survey was conducted to collect and collate feedback on enhanced value added products and services which have been co-opted in this plan.

Capacity building initiatives through seminars, talks, workshops, meetings, symposiums and conference events will be maintained and the requisite Continuous Professional Development CPD's expeditiously credited to members digitally. Members' participation in regional and global forums like African Federation of Obstetricians and Gynaecologist (AFOG) and FIGO programmes will be encouraged and support provided for those that can be disseminated in local forums through knowledge transfer. A deliberate effort will be put in place to devolve local seminars as a way of strengthening the branch activities and brining products and services closer to the branch membership.

The use of ICT on members updated data management systems have been put in place to enhance delivery of services and products and vibrant and timely communication will be provided on all relevant issues pertinent to KOGS operations on membership issues.

Development of online portal for training services for members to enhance flexibility and access for professional development.



Negotiation with other non-specialized services providers such as insurance companies will be initiated for the benefit of members, as obtained from the membership survey.

3.3.6 Community Engagement

Community engagement focused on empowering communities to be responsive to SRHR needs with target on women, adolescents and youth will be a pillar of KOGS focused and prioritized on vulnerable and marginalized, particularly adolescent girls to improve their reproductive health and their ability to participate in the decision-making process on the issues that affect their lives, at all levels.

This will be achieved through providing information and education, reducing inequalities, increased citizen participation, social justice and accountability and advocating for behavior change in SRHR issues in Kenya and globally.

3.3.7 Collaboration and Partnerships

Establishment of meaningful partnerships, links and networks with actors and stakeholders in the SRHR and without the specialized domain will be encouraged. These partners, both private, public and Faith Based Organizations (FBO's) will be identified and engagements in joint ventures and collaborations beneficial to our target groups put in place. Internally, an incentive program will be developed and incentives provided to members able to forge collaborative links and networks in research, leveraging on the strong KOGS brand name and stature.



4. Strategic Implementation Matrix

4.1 Introduction

This segment provides a visual representation of the strategic pillars, objectives, outcomes, key activities and the indicators that will be used to monitor and evaluate the success and variance levels of the strategies.

4.2 Monitoring and Evaluation Matrix

Strategic Pillars/ Objectives	Outcomes	Strategies and Key Activities	Key Performance Indicators
1. Leadership and Governance Strategic Objective: To provide and maintain the highest leadership and Governance in SRHR	1.1 Develop and operationalize code of Conduct for all members 1.2 Strengthen the Roles and Responsibilities of Council and Secretariat staff through enhanced capacity and competency building	<ul style="list-style-type: none"> - Development and updates on the current code of conduct - Communication to the members and staff on the required code of conduct to eliminate any ambiguity - Utilization of KOGS constitution as basis of execution of council mandate. - Training of all council members on Leadership and Governance - Defined job descriptions for Key personnel at secretariat - Use of KOGS policy in competitive recruitment ,and retention of high performers - Use of well-defined Key Performance Indicators (KPI's) across the KOGS for performance appraisal and evaluation - Fair and competitive compensation 	<ul style="list-style-type: none"> - % adherence by membership and staff on the code of conduct - % of reported, investigated and reprimanded members and staff on code of conduct issues - Clearly defined Leadership structure - Adherence to constitutional mandate - Training program attendance record - JD's for all staff positions - Recruitment Procedures and processes followed - Performance measurement and variance scores of each staff - Statutory compensation policy guidelines - Number of personnel trained



Strategic Pillars/ Objectives	Outcomes	Strategies and Key Activities	Key Performance Indicators
	1.3 Ensuring KOGS compliance with statutory and legal requirements 1.4 To promote conscious internalization of the core values amongst members 1.5 Conformity and Promotion of Standard Operating Processes and Procedures (SOPP's)	<ul style="list-style-type: none"> - Training and development opportunities for career growth - Succession planning of key positions - Timely release of Annual Financial Reporting - Returns to the Registrar of Societies - Payment of statutory tax obligations - Communication of core values to current and new members - Development of SOPP's - Utilization of SOPP's across transactions in KOGS 	<ul style="list-style-type: none"> - Number of relevant courses attended - Quality of job outputs (Productivity) - Documented Succession Plans - Qualified reports on compliance certification and clearance by authorities e.g. KRA - Members living the code of values in interactions - Audits on SOPP's as evidence of use. -
2. Mentorship/Education and Training Strategic Objective: To promote career growth and development for members	2.1 Establish and Develop and robust mentorship programme 2.2 Strengthen CPD activities and programs	<ul style="list-style-type: none"> - Recruitment of mentors and mentee - Development of mentorship guidelines, engagement and contacts - Reporting on mentorship progress - Graduation upon attainment of standard and continuity between mentor/mentee - Documented feedback to KOGS for enhancement of the program - Introduction of research and publishing CPD's and higher points allocation to encourage research and addition of valuable knowledge to the practice - Bonus CPD points allocation for branches activities - Communication of KOGS activities and CPD points to be earned - Digital register of CPD points allocation 	<ul style="list-style-type: none"> - Number of mentors and mentees - Mentorship Guideline Document - Mentorship report - Number of successful graduates in programme - Number of research and CPD's earned - CPD bonus points report at branches - CPD records - Digital register report



Strategic Pillars/ Objectives	Outcomes	Strategies and Key Activities	Key Performance Indicators
	2.3 To provide linkage between trainees with potential institutions	<ul style="list-style-type: none"> - Monthly communication to the membership on points earned - Evaluation of training institutions curriculum to ascertain conformity to KOGS standards - Identification of potential partner institutions and signing on MOU's - Monitoring and Evaluation of trainee progress and log - Collaboration with ECSACOG in the development and growth of college in Kenya 	<ul style="list-style-type: none"> - Timely communication on CPD's earned - Curriculum evaluation report - Number of institutions identified and MOU's signed - Number of trainees trained - M & E report - Establishment of ECSACOG college/collegiate locally
	2.4 To provide short courses for general career growth	<ul style="list-style-type: none"> - Identification of areas of short courses gaps through engagement with the membership - Development of curriculum for short courses - Development of online digital platform to host courses and facilitate access for member's preference. - Development, circulation of annual short courses calendar and CPD points allocation - Facilitation and administration of venues. Costs, manpower input, logistics and certification for course attendance 	<ul style="list-style-type: none"> - Number of short courses identified - Number and quality of curriculum - Digital platform and access - Number of potential members communicated to and reached - Number of successful trainings held - Course attendance reports
	2.5 To develop framework for transition to collegiate system	<ul style="list-style-type: none"> - Exploration of collegiate system of training to attain conformance with the required legal provisions on registration - Registration and charter for a College of Obstetricians and Gynecology. 	<ul style="list-style-type: none"> - Establishment of collegiate system - Establishment of college



Strategic Pillars/ Objectives	Outcomes	Strategies and Key Activities	Key Performance Indicators
3. Advocacy Strategic Objective: To continuously champion quality and value added SRHR issues.	3.1 To proactively participate in and influence policy formulation processes on SRHR 3.2 To promote the elimination of GBV and harmful cultural practices 3.3 To educate the public and legislators on pertinent SRHR issues 3.4 To initiate and campaign for legislation that promote SRHR issues 3.5 To research on topical and contemporary SRHR issues	- Development of policy concept notes on topical and contemporary SRHR issues - Concept notes on GBV and harmful cultural practices - Establishment of platforms for engagement with legislators and publics - Concept notes development - Active engagement with legislators, publics and media on SRHR issues - Identification and prioritization of key area with impact on SRHR issues	- Policies successfully participated in and influenced - Number of forums and seminars lectures by KOGs members - FCM/C and GBV interventions successfully implemented - Number of education forums conducted by KOGs - Number of advocacy forums conducted and participated - Dialogue meetings attended - Number of campaigns initiated - Number of successful legislations passed - Number of research conducted
4. Research and Development Strategic Objective: To make contribution and knowledge advancement in SRHR	4.1. Generate new evidence and ideas	- To encourage members participation in new evidence and ideas generation - To develop a digital platform in which members can have an opportunity to share new thoughts and ideas in reference to contemporary issues resident in the website - To institute a special acknowledgement members contribution in this area during annual general meetings and other forums	- Number of successful new evidence ideas generated - Number of SRHR research conducted - Number of members achieving accolades



Strategic Pillars/ Objectives	Outcomes	Strategies and Key Activities	Key Performance Indicators
	<p>4.2. To inform policy and practice</p> <p>4.3. To publish in reputable journals and strengthen JOGECA</p> <p>4.4. To mentor young researchers in SRHR issues</p> <p>4.5. Develop a robust research centre within KOGS</p>	<ul style="list-style-type: none"> - Develop research capacity and capability on policy development amongst the membership - Develop channels of engagement with Government and other stakeholders in the practice through lobbying, discussions, dialogue and articulation of KOGS position in policy matters - Revamp the JOGECA and encourage members to undertake research and publish - Award for members that consistently publish on contemporary issues in the practice - Pairing of mentor and mentees - Establishment of a research centre resource base at KOGS - Registration and establishment of a fully ledged research centre 	<ul style="list-style-type: none"> - Number of successful contributions informing policy and practice - Number and quality of successful engagements and output - Number of published research in JOGECA and reputable journals - Number of peer reviews - Number of successful members receiving accolades - Number of successful young researcher mentored and their contribution to new knowledge in the practice - Number of research projects undertaken - Established research centre
<p>5. Membership Growth and Business Development</p> <p>Strategic Objective: To recruit, maintain and expand membership in KOGS through provision of value products and services</p>	<p>5.1. To conduct recruitment drives at all membership categories levels</p> <p>5.2. To develop continuous attractive packages for members</p>	<ul style="list-style-type: none"> - Recruitment drives targeting new members by each category - Enhancement of current products and service range - Partnerships with other organizations for expanded products and services offer 	<ul style="list-style-type: none"> - Number of new members recruited by branch - Number of fully paid members - Number of new products and services launched - Number of non-specialized products and services launched



Strategic Pillars/ Objectives	Outcomes	Strategies and Key Activities	Key Performance Indicators
	5.3. To strengthen KOGS sub-branches	- Financial and material support of branch level activities from KOGS centre	- Increased number of CPD, seminars and symposiums at branch level - Number of sponsored activities at branch level
	5.4. To enhance communication channels and feedback mechanisms	- Revamping of KOG's website to a digital interactive system that respond to the user's actions presenting content in text, moving image, animation, video, audio, - Use of social media and digital platforms for communication	- Communication logs on sent messaging - Number of feedback receipts from members
	5.5. Collaboration with other similar and diverse BMO's	- Identification of BMO's for collaborative engagement - Engagement on SRHR and other healthcare issues	- Number of collaborative BMO's partners
6. Community Engagement Strategic Objective: To empower communities to be responsive to their SRHR needs	6.1. Provide information and education on SRHR 6.2. Champion for reduction and in equities in provision of SRHR in communities 6.3. Increase citizens participation in SRHR agenda of societies 6.4. Educate communities on social justice and accountability	- Development of information and education programmes - KOG's participation and Influence of resources allocation at national and county levels - Engagement with organizations championing reduction & inequality reduction e.g. SRHR alliance - Participation in community programs - Creation awareness campaigns - Development of education materials - Dissemination of education in counties	- Number of communities engaged - Number of programs and forums conducted - Number of forums participated in - Number of organizations engaged - Number of successful outcomes achieved - Number of successful campaigns undertaken - Level of communication awareness achieved - Number of education forums conducted - Number of participant reached



Strategic Pillars/ Objectives	Outcomes	Strategies and Key Activities	Key Performance Indicators
	6.5. Advocate for behavior change in SRHR	<ul style="list-style-type: none"> - Development of behavioral change materials - Dissemination of program in counties 	<ul style="list-style-type: none"> - Number of behavioral change forums conducted - Number of young adolescent participants reached
7. Collaboration and Partnerships Strategic Objective: To establish meaningful partnerships, links and networks with aligned and like-minded stakeholders and actors	<p>7.1. To identify and establish structured relationships with partners</p> <p>7.2. Engagement with partners on joint venture activities</p> <p>7.3. Collaborate with partners with similar interests</p> <p>7.4. To encourage and develop incentives for collaboration and research</p> <p>7.5. To positively engage with media and other communication avenues</p>	<ul style="list-style-type: none"> - Maintaining current collaborations and partnerships e.g. KMA, NNAK, KHF, Identification of suitable partners - Structured engagements with partners - Identification of key beneficial JV projects - Execution on JV's projects - Identification and engagement with core specialists partners - Collaboration with international development partners - Encouragement of members to undertake research - Monetary and other incentives for research projects sourced by members - Collaboration with other research institutions - Engagement with all media channels-Print/ Electronic and digital channels 	<ul style="list-style-type: none"> - Number of old partners retained - Number of new partners engaged - Meetings and outcomes on agreed engagement issues - Number of joint venture activities undertaken - Number of successful collaboration projects - Number of research projects initiated by members - Number of new research associates recruited - Number of research projects initiated - Number of target vs actual collaborations undertaken annually - Communication/PR Media strategy and plan in place - Number of mentions in media



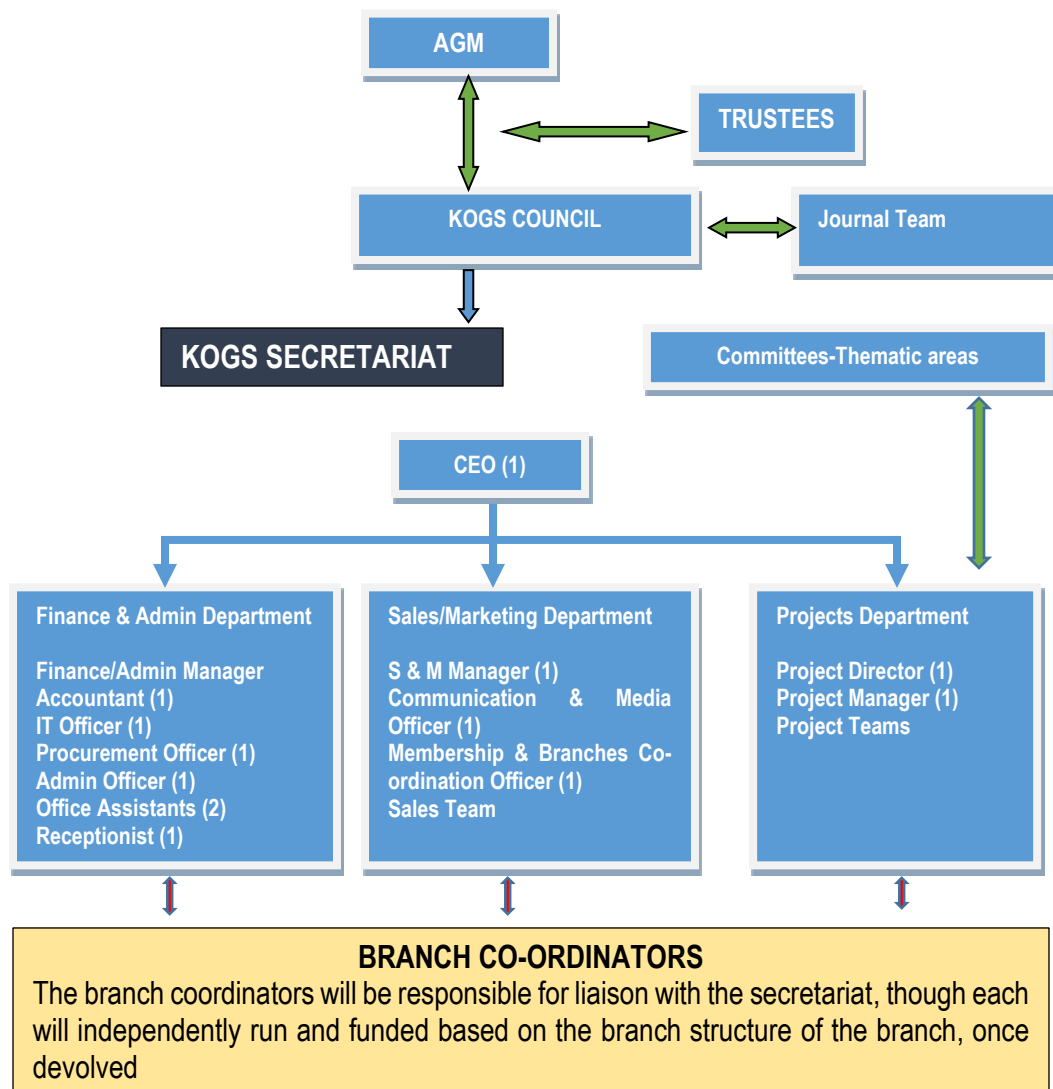
5. Strategic Capabilities

5.1 Introduction

The strategic capabilities of the organization provides an overview organizational structure which will deliver on the strategic plan, in the five year period, and will be implemented in phases through the period.

5.2 Proposed Organization Structure

The proposed overall organizational long term organizational structure of KOGS is as detailed below;





5.2.1 The Society

The governance and management of KOGS is vested upon the Council whose membership is outlined in its constitution.

The Council shall be the governing body of the Society; the Council shall consist of-

- a) The President
- b) The Deputy president
- c) The Secretary
- d) Deputy Secretary
- e) The Treasurer
- f) The Deputy Treasurer
- g) One representative for each branch of the Society
- h) Two representatives of the General Membership of the Society
- i) Immediate Past President as ex-officio member
- j) The Editor-in-Chief of the Council's Scientific Journal
- k) The Deputy Editor-in-Chief of the Council's Scientific Journal
- l) The Chief Executive Officer of the Council
- m) KOGS representatives in regional and international institutions as ex-officio

The Council is supported by the Chief Executive Officer, who is a member without voting rights. The Council is inter alia, responsible for:

- (i) Setting the strategic direction in order to ensure the achievement of objectives and fulfilment of KOGS' mandate as established by the law.
- (ii) Formulating policy for the good governance and management of the organisation.
- (iii) Guiding the Chief Executive Officer on the effective leadership of KOGS.
- (iv) Ensuring the welfare of staff and security of the assets and resources of KOGS.

5.2.2 Committees of the Council

The Council shall have Committees which have been aligned with its constitution, the following are additional committees as per the Code of Governance for corporations (Mwongozo code).

The Committees are as follows:

- (a) Finance and Administration.
- (b) Scientific and Journal.
- (c) Disciplinary, standards and ethics.
- (d) Audit and Risk Committee.
- (e) Planning and Business Development Committee.
- (f) Adhoc Committees.



5.2.3 Organisation Structure of the Secretariat

KOGS is structured into the office of the Chief Executive Officer, Projects, Departments and units as follows:

- (i) Finance Department
- (ii) Human Resource and Administration Department
- (iii) Project Planning and Strategy Department
- (iv) Marketing and Corporate Affairs Unit
- (v) Legal and Compliance Unit

5.2.3.1 The Chief Executive Officer

The Chief Executive Officer is responsible to the Council for the management of KOGS including but not limited to:

- (i) Providing effective leadership for the realisation of the vision and mission.
- (ii) Implementing the strategic plans.
- (iii) Implementing the Council's policies.
- (iv) Effective governance and management of the operations.
- (v) Legal and Compliance matters prudent management of resources.
- (vi) Corporate communication.

5.2.3.2 Finance Department

The Department is headed by the Finance Director who reports to the Chief Executive Officer.

The Department is responsible for:

- (i) Financial management and accounting.
- (ii) Budgeting and budgetary control.
- (iii) Investment and management.

5.2.3.3 Human Resource and Administration Department

The Department headed by the Human Resource and Administration Director who reports to the Chief Executive Officer. The department is responsible for:

- (i) Human Capital Management and Development.
- (ii) Staff welfare.
- (iii) Administration.
- (iv) Property and assets management.
- (v) Promotion of national values and principles of governance

The Department is also responsible for the coordination of the following thematic areas: National Cohesion and Values, Environmental Sustainability, HIV and AIDS, Gender Mainstreaming, Disability Mainstreaming, Prevention of Alcohol and Drug Abuse to ensure that the status of KOGS as an equal opportunity employer is enhanced.



5.2.3.4 Project Planning and Strategy Department

The Department is headed by Projects Planning and Strategy Director who reports to the Chief Executive Officer. The Department is responsible for:

- (i) Coordinating the development, implementation, monitoring and evaluation, and reporting on the Corporate Strategic Plan, Projects Performance Contract and aligned plans.
- (ii) Coordination and implementation of Projects including sourcing funding.
- (iii) Implementation of agreed Quality Management System.
- (iv) Business research and policy analysis.

5.2.3.5 Supply Chain Management Unit

The Head of Supply Chain Management reports to the Chief Executive Officer. The Unit is responsible for:

- (i) Procurement, receipt, inspection and issuance of goods, works and services.
- (ii) Preparation of the annual procurement plan.
- (iii) Prequalification of suppliers and maintenance of a supplier's register.
- (iv) Inventory control.
- (v) Disposal of idle assets.

5.2.3.6 Marketing and Corporate Affairs Unit

The Head of Marketing and Corporate Affairs reports to the Chief Executive Officer. The Unit is responsible for:

- (i) Marketing of the qualifications nationally, regionally and internationally.
- (ii) Promoting a positive corporate image and Publicity.
- (iii) Corporate affairs and corporate communication.
- (iv) Customer relationship management.
- (v) Corporate social responsibility.

5.2.3.7 Legal and Compliance Unit

The Head of Legal/Corporation Secretary reports to the Chief Executive Officer.

The Unit is responsible for:

- (i) Management of Society, Council, Committee and Management of meetings
- (ii) Advising on all legal and compliance matters.
- (iii) Preparation of legal documents including contracts.
- (iv) Governance audit and related issues.
- (v) Advising on Council legal induction and training.
- (vi) Preparation and circulation of Council Land Committee documents.



6. Monitoring and Evaluation

6.1 Introduction

In order to ensure that our strategic plan is on course, and well implemented, a monitoring and evaluation framework is necessary as it increases understanding of goals and objectives and the relationships between resources, capabilities and competencies factors and processes that will be used to measure performance implementation

6.2 Annual Plans

In order to increase the success of our strategic plan, detailed annual implementation plans for each year will be used for monitoring and evaluation of the efficiency and effectiveness of the plan. The performance successes and shortfalls, in each year, will be well documented forming the basis for the development of subsequent year plans which will be developed through consultative forums involving inputs by all stakeholders.

The annual plans will include the following;

- i. Strategic Initiatives
- ii. Activities
- iii. Outputs
- iv. Time Frame
- v. Performance indicators
- vi. Responsibility
- vii. Resource requirements- budgets
- viii. Risks, assumptions and mitigations